

OTE # 85-3505

6 March 1985

MEMORANDUM FOR: Associate Deputy Director for Intelligence
VIA: Director of Training and Education
FROM: [] Course Chairman
Management and Administrative Training Division
Office of Training and Education
SUBJECT: Leadership Styles and Behavior Course (LS&B)

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1. In response to your inquiry and interest in Leadership Styles and Behavior and to help you better understand the course design and objectives, I am including a notebook, a sample schedule, segment descriptions, and copies of the course evaluation form (filled out at the conclusion of the course) and the re-evaluation form sent to participants three to six months after course completion. (U)

2. Leadership Styles and Behavior is designed to serve the needs of a broad spectrum of Agency personnel. Classes typically include 36 participants ranging from GS-06 to GS-15, with ages from the early twenties to late fifties, and great differences in background and Agency experience. (U)

3. There are no prerequisites for attendance and no requirement that participants hold management positions. For some, it is the first training opportunity, others have extensive management and training experience, while others use this course to test their desire and aptitude for a management career. (U)

4. Participants form five teams for the bulk of the week's activities. Team assignment insures that participants are meeting for the first time, and that team composition is as diverse as possible. This provides a rich pool of experiences, viewpoints and expectations which teams may learn to use in producing quality decisions. (U)

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5. Focus is on personal leadership, defined as the ability to influence the actions of others toward the achievement of goals. While organizations invest managers with power to influence subordinates, this is best augmented by the qualities of personal leadership; individuals at all levels in an organization possess opportunities to influence others in all directions. Leadership is a combination of skills which can be understood, learned, practiced and polished in a variety of arenas. (U)

6. Leadership Styles and Behavior explores the broad topic of leadership through limited instruction and specific experiential activities and provides varied opportunities for participants to practice and experiment with styles of leadership application. Throughout the week, participants gain experience in open and effective communication to arrive at consensus on team decisions and to share feedback to guide refinement of leadership styles. (U)

7. The overall response to LS&B has been extremely positive. Former participants often let instructors know how experiences from the course have helped them make and successfully implement important career changes, develop more effective management strategies, and revitalize their approach to their profession. (U)

8. The course notebook is being reprinted with slight modification to cases for the Intergroup Exercise. Additional reprints are being identified to augment instruction. During FY 85, contractors who also support training at the Federal Executive Institute will instruct with staff personnel. This should insure enrichment of the course structure and content. (U)

Attachments:
As stated

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